

A Review on Relationship between Quality of Work Life and Organizational Citizenship Behavior (Case Study: An Iranian Company)

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ABSTRACT

A high quality of work life (QWL) is essential for all organizations to continue to attract and retain employees. Quality of work life is a comprehensive program which is designated to increase employee satisfaction. The purpose of current study is to survey the relationship between quality of work life and organizational citizenship behavior in Delshad Company. First by applying Spearman test, the positive and meaningful relationship between quality of work life and its dimensions with organizational citizenship behavior was proved. Then Friedman test shows that among all nine quality of work life dimensions, “constitutionalism” and “total life space” respectively were more effective than other variables. In continue the average test was utilized to investigate the level of every variable. The results show that the entire variable apart from “adequate and fair compensation”, “safe and healthy environment” and “social relevance” were on a desirable level. And finally, the results of applying One-way Variance Analysis test show that there are no meaningful relationship between demographic characteristics with quality of work life and organizational citizenship behavior.

KEYWORDS: quality of work life, organizational citizenship behavior

1. INTRODUCTION

Quality of work life has been defined as a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to their organization. It also involves treating people with respect. Rose et al (2006) surveyed the elements which are relevant to an individual’s quality of work life include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job (Rose et al, 2006).

A high quality level of “quality of work life” (QWL) is vital for organizations to continue to attract and retain their employees. Quality of work life is a comprehensive, department- wide program designated to enhance employee satisfaction, improving workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem that affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life (Saraji and Dargahi, 2006).

Quality of work life is a major issue for employees, and how organizations deal with this issue is both of academic and practical significance. So, it is not any wonder that thousands of studies have revolved around the concept of job satisfaction and stress as core concepts (Dolan et al, 2008). From the other side, organizational citizenship behaviors are considered as some voluntary and optional behaviors which are not parts of people’s formal tasks; but doing them cause improving organizational roles and tasks effectively (Zakiani, 2008).

In Delshad Company, the easiest resource for changing is human resource. The managers have not considered any facilities for their employees to have a better work life. So employees are unsatisfied of their work and it affects on their efficiency. Therefore the main question of the research can be considered as:

Is there any relationship between quality of work life and organizational citizenship behavior in Delshad Company?

2. LITERATURE REVIEW

2.1. Quality of Work Life (QWL)

The term Quality of Work Life was initially introduced in the late 1960’s as a way of focusing on the influences of employment on worker health and general well being, and a way to increase the quality of a person’s on-the-job

experience (Bowditch and Buono, 2005). The monitoring of employees views about the quality of their work and the quality of their work life helps the employers get an idea of where improvements in an organization can be made. There are different objectives for different organizations, but the overriding elements seem to be; the impact of work on the employee, worker participation in problem solving and decision-making, and a structure which rewards an employee for input into the work process.

It is necessary that employees' perception of quality of work life varies based on variables such as demographic and organizational ones. Understanding this perception would help the leaders of the industries to work on strengthening the quality of work life. Work experiences and outcomes can affect person's general quality of life, both directly and indirectly through their impacts on family interactions, leisure activities and levels of health and energy (Rice, 1985). Besides strengthened working conditions in the organization, there are ample evidence to highlight the implication of autonomy and participation at work to foster the meaning to work. Lack of opportunity to perform meaningful work is at the root of frustration among engineers and who have more autonomy at workplace feel more satisfied with their work life. Underutilization of worker's skill and expertise cause low quality of work life and suggested job enrichment programme to correct the problems of worker's skill and expertise. There should be optimum level of autonomy according to requirements of technology system. Also it has been reported on flexible working hours based on experiments in Switzerland, discussed its advantages and disadvantages, including its impacts on job satisfaction and employee and management attitude (Subrahmanian and Anjani, 2010).

2.1.1. Quality of work life dimensions

For the current study, eight dimensions include adequate and fair compensation; safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism and social relevance have been considered for measuring quality of work life based on Walton (1974) model.

2.1.1.1. Adequate and fair compensation

Does pay received completely meet determined standards of sufficiency or the recipient's subjective standard? Does pay received for certain work bear an appropriate relationship to pay received for other work (Walton, 1974)?

A number of participants stated that they believe that salary levels should be mandated: "There should be a uniform or consistent payment guideline for employers to follow for registered social employees." Many employees feel they are not compensated fairly for their work (Antel, 2006).

2.1.1.2. Safe and healthy environment

It is comprehensively accepted that employees should not be exposed to working conditions which can adversely affect their physical and mental health. Consequently, the results of employer concern, union action, and legislation have promoted favorable working situations through focus on noise, illumination, workspace, accident avoidance as well as the implementation of reasonable work hours and age limits for potential employees (Orpen, 1981).

2.1.1.3. Growth and security

Job security refers to certainty about one's job (Van Der Doef & Maes, 1999). Many organizations have strived for functional and numerical flexibility that resulted in demands for new types of skills and expertise as well as changes in employment contracts. Most notably, organizations showed increased interest in employing workers on the basis of short or fixed term contracts rather than employing workers on the basis of implicit long-term contracts (Sverke et al, 2000). Furthermore, survivors of downsizing have to do more with less resources, increased work load and uncertainty regarding task performance is likely to be prevalent (Sverke et al, 2006).

2.1.1.4. Development of human capabilities

Learning opportunities and skill discretion have also proven to have a positive influence on job satisfaction and reduced job stress which will lead to better quality of work life. The opportunity to deploy and the use of skills is associated with learning mechanisms. This utilizes especially when the job requires employees to develop cognitive skills. With respect to learning, greater autonomy on job increases the acquisition and application of knowledge whilst greater participation is held to promote cognitive growth via enhanced knowledge transfer among employees (Scully et al, 1995). Such a job environment expands knowledge base, leads to a better understanding of how the job is related to other organizational practices and a greater ability to solve problems. In such a situation, employees gain the cognitive and behavioral repertoire to predict, control or cope with uncertain demands thus decreasing the likelihood of poor quality of work life. (Rethinam and Ismail, 2008).

2.1.1.5. The total life space

A major component of quality of work life, which is so important for both the employees and the employers, is the relationship between work and home life. In an enhancing competitive environment, it is difficult to separate home and work life. Employees today are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities. This has been suggested at the international level the need for national policies in many countries. It is very important for organizations to help their employees to balance their work and non-work demands (Lewis, 1997).

2.1.1.6. Social integration

Whether the employee achieves personal identity and self-esteem is influenced by such attributes in the climate of his workplace as these: freedom from prejudice, a sense of community, interpersonal openness, and the absence of stratification in the organization and the existence of upward mobility, openness, and the absence of stratification in the organization and the existence of upward mobility (Walton, 1974).

2.1.1.7. Constitutionalism

What rights do the employees have and how can they protect these rights? Wide variations exist in the extent to which the organizational culture respects personal privacy, tolerates dissent, adheres to high standards of equity in distributing rewards, and provides for due process in entire work-related matters (Walton, 1974).

2.1.1.8. Social relevance

Organizations acting in a socially irresponsible manner cause enhancing numbers of their employees to depreciate the value of their work and careers. For example, does the worker perceive the organization to be socially responsible in its products, waste disposal, marketing techniques, employment practices, and participation in political campaigns (Walton, 1974)?

Socially responsible behavior, then, includes a wide array of actions such as behaving ethically, supporting the work of nonprofit organizations, treating employees fairly, and minimizing damage to the environment (Markham, 2010).

2.2. Organizational citizenship behavior (OCB)

Organizational citizenship behavior has been defined as part of a stream of research which sought to explain why early studies found modest relationships between employees' attitudes and work performance. Organ (1977) attributed these findings to the notion that situational factors (e.g., technology and work flow processes) constrain the extent to which employees can modify their performance of the kinds of contributions these studies emphasized—needed work activities or in-role behavior. Employees' attitudes are more likely to be expressed in extra-role behaviors—actions over which employees have greater discretion. These ideas were ostensibly supported in empirical studies which found employees who were more satisfied with their jobs performed organizational citizenship behaviors with greater frequency (Zellars et al, 2002). Organizational citizenship behavior is a relatively new concept in performance analysis but it represents a very old human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return.

The definition of organizational citizenship behaviors is "individual behavior which is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ also noted that defining organizational citizenship behavior as behaviors which are not formally rewarded is equally too broad, as few "in-role" behaviors actually guarantee a formal reward (Organ, 1988).

It is also defined as being discretionary behavior of individual organizational members which in the aggregate, is expected to promote overall organizational efficacy. Examples of organizational citizenship behavior include defending the organization when other employees criticize it and assisting co-workers with their duties. Organizational citizenship behavior (or 'contextual performance') of employees would serve to improve overall organizational performance. This would occur because organizational citizenship behaviors, while not directly supportive of the technical core of the organization, are supportive of the social environment in which the technical core exists. Furthermore, unlike task behaviors, organizational citizenship behaviors are not job-specific; which is, similar 'sets' of organizational citizenship behaviors can be exhibited in many work settings, and thus these behaviors should serve to improve organizational performance in almost any work setting (Dunlop and Lee, 2004).

Workers, who go above and beyond the minimum requirements of their job description, by suggesting improvements, impact performance and result with increased workgroup efficiency. Organizational citizenship behavior affects workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al, 1999). Having workers highly engaged in organizational citizenship behavior may strengthen managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, managers benefit from positive organizational citizenship behavior as well as employees (Turnipseed and Rassuli, 2005).

Scientists have considered four dimensions for measuring organizational citizenship behavior. These dimensions are (1) Helping Behavior, (2) Sportsmanship, (3) Organizational Loyalty, (4) Organizational Compliance, (5) Individual Initiative, (6) Civic Virtue, and (7) Self Development.

Helping behavior has been identified as an important form of citizenship behavior and includes voluntarily helping others with, or preventing the occurrence of, work related problems.

Sportsmanship is defined as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.

Organizational loyalty involves loyal boosterism and organizational loyalty, spreading goodwill and protecting the organization.

Organizational Compliance appears to capture a person’s internalization and acceptance of the organization’s rules, regulations, and procedures that results in a scrupulous adherence to them, even when no one observes or monitors compliance.

Individual initiative is extra-role only in the sense which involves engaging in task-related behaviors at a level that is so far beyond minimally required or generally expected levels which it takes on a voluntary flavor.

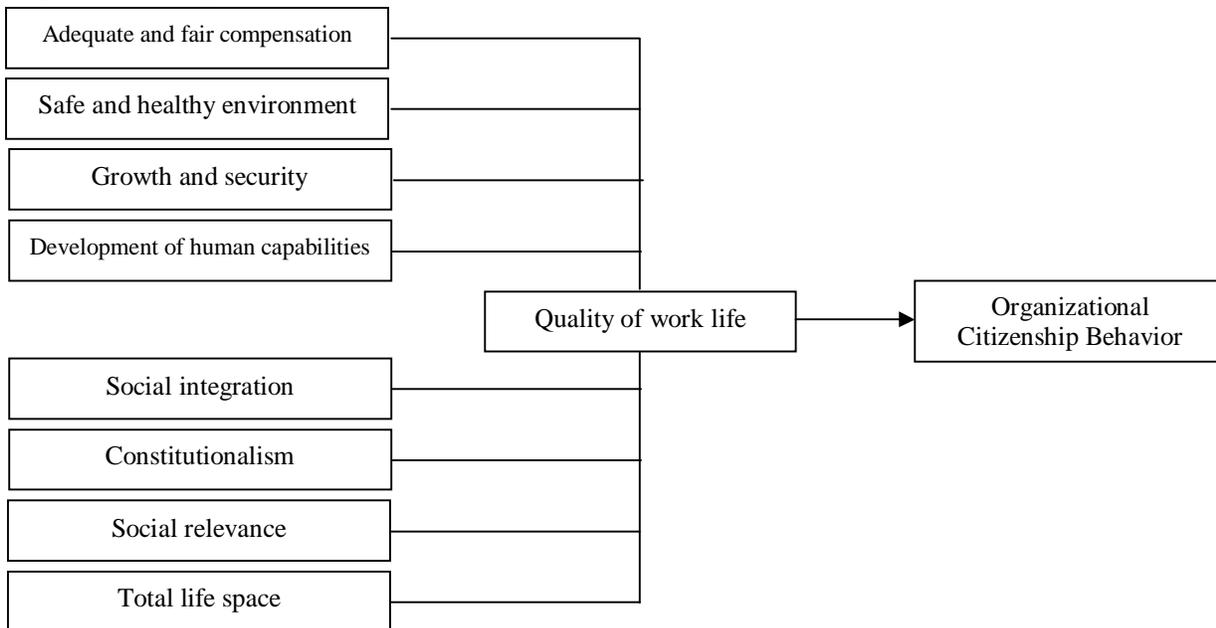
Civic virtue represents a macro-level interested in, or commitment to, the organization as a whole. This is shown by a willingness to participate actively in its governance (e.g., attend meetings, engage in policy debates, express one’s opinion about what strategy the organization ought to follow, etc.); to monitor its environment for threats and opportunities (e.g., keep up with changes in the industry that might affect the organization); and to look out for its best interests (e.g., reporting fire hazards or suspicious activities, locking doors, etc.), even at great personal cost.

Self-development consists of voluntary behaviors employees engage in to improve their knowledge, skills, and abilities (Podsakoff et al, 2000).

These dimensions were chosen because of the emphasis on participation in different facets of organizational life (Vondey, 2010). Organizational citizenship behavior is held to be critical to the survival of the organizations. Organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization which ultimately contribute to the effective functioning of an organization. Prominent current organizational researchers such as Brief have supported Organ’s position regarding the importance for effectiveness of those behaviors which he labeled as organizational citizenship behavior (George & Brief, 1992). Although the current authors know of no studies that have specifically investigated the nature and extent of the relationship between organizational citizenship behavior and organizational effectiveness, it is widely accepted among contemporary organizational behavior theorists, that organizational citizenship behaviors have an accumulative positive influence on organizational functioning (Wagner & Rush, 2000).

The relationship between QWL and OCB

Quality of work life plan includes organizational culture improvement which supports employees’ growth and excellence (Dockel, 2003). Therefore in QWL value system, investment on people (includes meeting employees needs) is considered as the most important factor in strategic management equation which leads to organizational long term efficiency (Richard, 2007).



Conceptual Framework of Research, (Podsakoff et al, 2000; Walton, 1974)

QWL means having appropriate supervision, favorable work situation, payment and benefits and of course create a challenging, cooperative and convincing work place. Work life with an excellent quality is achieved by attending to employees’ relationship philosophy. For gaining high quality of work life, employees should be

supported to find more opportunities for effecting on their work and collaboration which would be terminated to organizational overall effectiveness (Jazani, 1996).

2.3. Conceptual framework of research and hypotheses

Considering research literature, the conceptual model below can be chose for the aim of the current study. This model surveys the relationship between quality of work life and organizational citizenship behavior. Within this model, quality of work life is independent variable and organizational citizenship behavior is the dependent variable.

2.3.1. Main hypotheses

1. There is positive and meaningful relationship between QWL and OCB.
2. All variables are in high level ranking of application.
3. There is positive and meaningful relationship between demographic characteristics with QWL and OCB.

2.3.2. Secondary hypotheses

- 1.1. There is positive and meaningful relationship between “adequate and fair compensation” and OCB.
- 1.2. There is positive and meaningful relationship between “safe and healthy environment” and OCB.
- 1.3. There is positive and meaningful relationship between “growth and security” and OCB.
- 1.4. There is positive and meaningful relationship between “development of human capabilities” and OCB.
- 1.5. There is positive and meaningful relationship between “the total life space” and OCB.
- 1.6. There is positive and meaningful relationship between “social integration” and OCB.
- 1.7. There is positive and meaningful relationship between “constitutionalism” and OCB.
- 1.8. There is positive and meaningful relationship between “social relevance” and OCB.
- 3.1. There is positive and meaningful relationship between employees’ age and QWL and OCB.
- 3.2. There is positive and meaningful relationship between employees’ gender and QWL and OCB.
- 3.3. There is positive and meaningful relationship between employee’s job experience and QWL and OCB.

4. RESEARCH METHODOLOGY

Samples for this research were chosen from 145 employees of Delshad Company (an Iranian one). Whereas this number seems to be too much, the sampling was done through an integral counting method. Current study can be considered as a descriptive survey if to view from data collection aspect and as an applied research if to investigate the goals of the research. To collect the data library method (to refer to books, articles, theses, etc...) and fieldworks (questionnaire) was being used. The questionnaire was designed in two parts; 45 questions in quality of work life, and 24 questions in organizational citizenship behavior and then distributed within the participants.

To analyze the data SPSS 17 and Spearman, Average, One-way Variance Analysis tests and AHP technique were applied. The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being utilized and they confirmed it, the questionnaires were given to the participants. To determine the questionnaires' reliability, the 'Cronbach Alfa technique' and 'Fisher exact test' were used. For calculating Cronbach Alpha, 30 people were chosen by random (from the samples) and the questionnaires were given to them. To determine Fisher exact statistic value, two 20-people samples were chosen from statistical society and questionnaires were distributed between them. These values support the reliability of questionnaires, because the calculated results for Cronbach’s alpha and Fisher statistic values are more than 0.7 and 0.05 (research error) accordingly.

5. DATA ANALYSIS AND DISCUSSION

4.1. Kolmogorov-Smirnov test

First of all for data analyzing, we applied Kolmogorov-Smirnov test to identify the statistical society normality. The results are presented in table 1:

Table 1. Kolmogorov-Smirnov test result

Variables	N	Sig
Quality of work life	145	0.042
Adequate and fair compensation	145	0.026
Safe and healthy environment	145	0.021
Growth and security	145	0.039
Development of human capabilities	145	0.028
Total life space	145	0.016
Social integration	145	0.045
Constitutionalism	145	0.029
Social relevance	145	0.034
Organizational citizenship behavior	145	0.012

As table 1 shows all calculated amounts are less than defined error of research (0.05), so the normality of statistical society is rejected. Therefore to analyzing data, we apply some non-parametric tests.

As mentioned, the purpose of the paper is surveying the relationship between quality of work life and organizational citizenship behavior. So for proving the relationship between “quality of work life” and “organizational citizenship behavior”, Spearman test and for surveying the relationship between demographic characteristics with “quality of work life” and “organizational citizenship behavior” One-way Variance Analysis were utilized which both of them are non-parametric tests.

Also Friedman and Average tests were applied to rank “quality of work life” dimensions and to measure the “organizational citizenship behavior”, “quality of work life” and its dimensions levels in direct order.

4.2. Correlation test

To investigate the relationship between “quality of work life” (QWL) and its dimensions with “organizational citizenship behavior” (OCB) and achieve more exact results, Spearman and Kendall tests were used. The results are shown in table 2:

Table 2: the correlation between QWL and OCB

Correlation	Spearman r	Sig	Kendall's tau_b	Sig	Test result
Quality of work life and OCB	0.54	0.032	0.607	0.000	H ₀ hypothesis is rejected
Adequate and fair compensation and OCB	0.43	0.041	0.426	0.000	H ₀ hypothesis is rejected
Safe and healthy environment and OCB	0.48	0.017	0.511	0.000	H ₀ hypothesis is rejected
Growth and security and OCB	0.36	0.008	0.388	0.000	H ₀ hypothesis is rejected
Development of human capabilities and OCB	0.51	0.022	0.558	0.000	H ₀ hypothesis is rejected
Total life space and OCB	0.45	0.004	0.487	0.000	H ₀ hypothesis is rejected
Social integration and OCB	0.39	0.022	0.409	0.000	H ₀ hypothesis is rejected
Constitutionalism and OCB	0.52	0.037	0.584	0.000	H ₀ hypothesis is rejected
Social relevance and OCB	0.41	0.004	0.469	0.000	H ₀ hypothesis is rejected

As table 2 presents, there is a meaningful and positive correlation between “quality of work life” and its dimensions with “organizational citizenship behavior”.

4.3. Friedman test

To categorize the “QWL” dimensions the Friedman test was applied and the results are shown in table 3:

Table 3: Results from Friedman test application for categorizing QWL dimensions

Dimensions	Mean Rank	Rank
Adequate and fair compensation	3.86	5
Safe and healthy environment	3.45	4
Growth and security	3.07	3
Development of human capabilities	2.92	2
Total life space	4.11	7
Social integration	2.71	1
Constitutionalism	4.23	8
Social relevance	3.94	6
P < 0.05, Sig = 0.000, N = 145, df = 4, $\chi^2 = 134.26$		

In table 3, the calculated error is less than P-value. Among quality of work life dimensions, the “social integration” and “development of human capabilities” were placed in the first places and “constitutionalism” was placed in last one.

4.4. χ^2 test

This test was applied to survey the relationship between demographic characteristics with quality of work life and organizational citizenship behavior. The results are shown in table below:

Table 4: Results of using χ^2 test

Independent Variable	Dependent Variable	Sig	Standard Error	Results
Age	QWL	0.214	0.05	Hypothesis H ₀ accepted
	OCB	0.345	0.05	Hypothesis H ₀ accepted
Gender	QWL	0.275	0.05	Hypothesis H ₀ accepted
	OCB	0.326	0.05	Hypothesis H ₀ accepted
Education level	QWL	0.419	0.05	Hypothesis H ₀ accepted
	OCB	0.093	0.05	Hypothesis H ₀ accepted
job experience	QWL	0.185	0.05	Hypothesis H ₀ accepted
	OCB	0.329	0.05	Hypothesis H ₀ accepted

The results of using One-way Variance Analysis show that there are no positive and meaningful correlation between quality of work life and organizational citizenship behavior with demographic characteristics.

4.5. Average test

To survey the levels of research variables, Average test was applied. The results are shown in table 5:

Table 5: Results of Average test application

Dimensions	Z	Z-Value	Results
Quality of work life	1.645	0.714	Low level
Adequate and fair compensation	1.645	0.949	Low level
Safe and healthy environment	1.645	1.716	High level
Growth and security	1.645	1.931	High level
Development of human capabilities	1.645	2.016	High level
Total life space	1.645	1.028	Low level
Social integration	1.645	1.927	High level
Constitutionalism	1.645	0.835	Low level
Social relevance	1.645	1.355	Low level
Organizational citizenship behavior	1.645	1.461	Low level

As table 5 shows, just 4 variables were placed in favorable levels include “Safe and healthy environment”, “Growth and security”, “Development of human capabilities” and “Social integration”.

5. Conclusion and further suggestions

Current study is done in a community which includes of 145 employees in ‘Delshad Company’. In this sampled society, 75.86 percent was men and 24.14 women. Meanwhile 25.51 percent of participants had work experience less than 10 years, 55.17 percent between 11 to 20 years and 19.32 percent more than 21 years of experience.

The results from Spearman correlation test proved a meaningful and positive relationship between quality of work life and its dimensions with organizational citizenship behavior. While the Friedman test shows the categorizing of every variable, in which the “constitutionalism” and “total life space” were more effective than other variables in organizational citizenship behavior. Also “social integration” was the last one.

In continue the average test was utilized to the data, to investigate the level of every variable. The results show that the entire variable apart from “Safe and healthy environment”, “Growth and security”, “Development of human capabilities” and “Social integration” were on unfavorable level.

Finally, with the One-way Variance Analysis test application, the influence of demographic characteristics on quality of work life and organizational citizenship behavior was surveyed in which there were no correlation between the variables.

Finally by attending positive relationships between QWL dimensions with OCB some suggestions are presented:

- 1- **Positive relationship between “Adequate and fair compensation” and OCB:** distributing payment, rewards and outcomes fairly and in base of people’s competencies, in time paying off and matching received payment with employees desired criteria.
 - 2- **Positive relationship between “Safe and healthy environment” and OCB:** providing safety instrument, sanitary work place and fairly work hours.
 - 3- **Positive relationship between “growth and security” and OCB:** long term contacts, enabling employees’ creativity, thinking culture, communicational skills, job conscience and behavioral skills.
 - 4- **Positive relationship between “development and human capabilities” and OCB:** developing possibility of vast domain of skills, accessibility to related information and devolving important task to the employees.
 - 5- **Positive relationship between “total life space” and OCB:** balancing between job and family responsibilities, providing employees to play social roles in their private life and obtaining them to continue their academic educations.
 - 6- **Positive relationship between “Social integration” and OCB:** observing administrative hierarchy in organization, providing promotion opportunities for all employees, respecting to the society’s laws and trying to maintain environment.
 - 7- **Positive relationship between “Constitutionalism” and OCB:** behaving respectfully and courteously with employees, freedom of expression and providing relaxing place for everyone.
 - 8- **Positive relationship between “Social relevance” and OCB:** doing all tasks in terms of administrative hierarchy observance, creating mutual trust in organization and providing job promotion opportunities.
- Considering the results, some managerial suggestions can be proposed:
- Employing people who will do more than their usual job duties and provide performance that is beyond expectations.
 - Applying organizational justice in all dimensions to achieve more organizational citizenship behavior.
 - Making accurately performance feedback system to every employee for enhancing their satisfaction.
 - As staff’s problems should be considered as organization’s problem, creating suitable facilities for improving employees’ learning can be a next recommendation.
 - Allocating more time to entertainment and amazing activities for employees and their families.
 - Motivating people by creating suitable situation and atmosphere for working, thanking them and associating them in decision making process.
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